



Training Proposal for:

Squar, Milner, Peterson, Miranda, & Williamson, Certified Public Accountants, LLP

Agreement Number: ET17-0416

Panel Meeting of: February 23, 2017

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee	Industry Sector(s):	Services Financial Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 287	U.S.: 287	Worldwide: 288
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	14%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$159,000		\$0	\$0		\$159,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$566,360
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Comm'l Skills, Computer Skills	212	8-200	0	\$750	\$24.00
				Weighted Avg: 50			

Minimum Wage by County: \$16.96 per hour for Los Angeles County; \$17.22 per hour for Orange County; \$16.72 per hour for San Diego County

Health Benefits: ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: ☐ Yes ☒ No ☐ Maybe

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Associate		124
Manager		15
Manager I		10
Senior Manager		20
Senior Manager I		10
Supervisor		33

INTRODUCTION

Founded in 1951 and headquartered in Newport Beach, Squar, Milner, Peterson, Miranda, & Williamson, Certified Public Accountants, LLP (Squar Milner) is an independent accounting and consulting firm. Its services include accounting, tax, audit, financial and business advisory services to Charter Schools and organizations in the Entertainment, Industrial, Commercial, Hospitality, Government, Restaurant and Real Estate.

Squar Milner maintains five California offices in Encino, Los Angeles, Newport Beach, Rancho Bernardo, San Diego and the Cayman Islands with nearly 300 professionals and staff. All California offices will participate in ETP training. Squar Milner is a member of Allinial Global (formerly PKF North America), an association of over 100 independent accounting and consulting firms that offer international support by connecting its member firms to providers and global networks of accounting firms worldwide.

Squar Milner must keep up-to-date on the constant federal and state tax legislation, the latest Securities and Exchange Commission accounting rules, tax issues and business concepts affecting its clients to remain competitive and grow business. For example, recent accounting rules changes by the Financial Accounting Services Board, the Affordable Care Act, and Pension and Profit Sharing plan changes have created a need for training the accounting teams. Staff must deliver value and expertise to provide maximum benefit to its clients to fully earn the cost of its services.

Training will increase proficiency in the Company's core competencies, so that Squar Milner can provide the best advice and support to its clients.

Senior Managers

ETP does not fund training for top level managers that set company policy. No such occupations are included in this proposal. ETP does allow training for a percentage of managers who are exempt from overtime, but do not hire/fire workers (20%). Squar Milner will train 30 Senior Managers (14%), consistent with the cap on managers.

Frontline Workers

Managers: Squar Milner will train 25 Managers; whose duties are to manage the work of client engagement. They have less experience and/or expertise than a Senior Manager. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker.

Supervisors: Squar Milner will train 33 Supervisors who are work on projects at least 50% of the time. Their occupational title reflects the fact that these trainees have less experience and expertise than Managers. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker.

As frontline workers, these trainees are not held to the 20% cap on Managers.

PROJECT DETAILS

Training Plan

Training will be delivered via class/lab by qualified in-house and training vendors in the following:

Business Skills (25%): Training will be offered to all occupations to ensure that employees develop skills to provide quality customer service, deliver Informed product presentations and recommendations, and manage project assignments efficiently. Topics in Leadership, Communication, Critical Thinking, Networking, and other topics will give trainees the necessary skills to meet with clients, conduct meetings, make sales presentations, and prospect for new clients.

Commercial Skills (50%): Training will be offered to all occupations to ensure compliance with IRS and other regulatory agencies with rapidly changing compliance rules. In order to be the best client advisors, the Company must keep-up with the rule changes and anticipate future changes. Training in a variety of more than 30 course topics, ranging from Accounting & Auditing updates to specific tax code revisions, will be targeted to individual trainees' needs depending on the type of clients they serve. Training in these skills will not replace or duplicate annual certification training to maintain certifications.

Computer Skills (25%): Training will be offered to all occupations in tax accounting, MS Office, Accounting Process and other software skills to improve productivity. This training will enable employees to use these tools to a much greater extent. Training in new versions of the software will also be delivered, as new releases come out. The goal of training will be to enable workers to spend less time on routine tasks and improve efficiency and effectiveness.

Commitment to Training

In 2016, Squar Milner spent \$713,734 on training at its five California facilities. The Company provided Discrimination, Sexual Harassment & Retaliation training, New Hire Orientation, Diversity, Conflict Resolution and other general skills training. The Company must train its workers on the changing tax laws and other government requirements that are essential to its business. Most of the training is mandatory as required by law. Squar Milner also provides cross-functional training for trainees who want to move to other positions within the firm.

ETP funds will not displace the existing financial commitment to training.

➤ Training Infrastructure

A Principal will lead the administrative efforts and each location will have an administrative staff person responsible for the tasks required to fully document and implement training. Squar Milner will also be assisted by Training Refund Group.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Refund Group in Anaheim assisted with development for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

Training Refund Group will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Leadership Training
- Marketing
- Communication
- Critical Thinking skills
- Conflict Resolution
- Networking Skills
- Managing Growth
- Presentation Skills
- Time Management
- Project Management

COMMERCIAL SKILLS

- Accounting & Auditing Update
- Auditing and Accounting for Fair Value
- Auditing and Accounting for Derivatives
- New Revenue Recognition
- Senior Basics Series
- Staff Basics Series
- Real Estate Auditing and Accounting
- Charter School Auditing and Accounting
- Uniform Guidance Training
- Advanced Senior Training
- Book Ups/Step Ups
- Sampling, Materiality & Staff Accounting Bulletin 108
- Inventory Observation Training
- Internal Controls/Sarbanes Oxley Training
- Acquisitions of Property Entities
- Financial Accounting Standards Tax Provisions for Auditors
- Fraud
- Annual SEC Update
- SEC Quarterly Updates
- Tax Law Updates
- 1031 Exchanges
- Form 990: Non-Profits
- Estate Training
- Basic Int'l Filings & Requirements
- Passive Activity Loss
- Tax Interest
- Tax Provisions
- Research & Development Tax Credit
- IRC Sections 451 & 461
- Foreign Reporting
- Tax Sensitive Investing

- Benefit Plan Training
- Pension Planning
- Municipal Bond Market Today
- Best Practices & Projects
- Overview - All Things Partnerships
- Estimates/Projections
- Form 1099 & Bond Reporting

COMPUTER SKILLS

- Tax Research Accounting Skills
- ProSystem FX Tax Software Training
- Advanced MS Office
- Accounting and Process Software
- Accelerated Workflow Automation Software
- ARM Software Training
- Project Scheduling Software

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.